



Raymond F. DuBois
Director, Administration & Management, and
Director, Washington Headquarters Services

On October 1, 2002, Ray DuBois was appointed Director of Administration and Management (DA&M), Office of the Secretary of Defense (OSD). Mr. DuBois serves concurrently as the Deputy Under Secretary of Defense (Installations & Environment). The DA&M is the principal staff assistant and advisor to the Secretary of Defense on DoD-wide organizational, administrative, and management matters. To this end, he manages all DoD-wide organizational management planning, OSD manpower requirements, committee and information management, and the OSD historical program. The DA&M exercises authority, control, and direction over the Pentagon Force Protection Agency (PFPA). PFPA provides security and law enforcement for the 25,000 Pentagon employees and all assets on the 280- acre reservation as well as DoD-occupied leased space within the National Capital Region (NCR).



DuBois also serves as the Director of Washington Headquarters Services (WHS), a DoD field activity which administers assigned DoD operational programs and provides operational and administrative services to specified DoD Components within the NCR. This includes management of the Pentagon, a National Historic Landmark, and its many facilities and services, including a child care center, library, medical clinic, athletic center, food services, building maintenance, and roads and parking. The WHS Director also manages the Pentagon Renovation Program, a \$3 billion program to renovate the 6,500,000 square foot structure into a safe and professional national defense headquarters. The WHS Director is also the executive manager for financial management and accounting services, communications and directives, legal services, personnel and information security services, and information technology and data systems support for DoD activities in the NCR.

From January to May 2001, DuBois served as Special Assistant to the Secretary and Deputy Secretary of Defense, in support of Secretary Rumsfeld's transition team. In this capacity, DuBois was responsible for OSD organizational policy and management, personnel and budgetary issues.

From 1995 to 2000, DuBois was President of Potomac Strategies International which provided strategic management and financial support to companies worldwide in the aerospace, electronics, and telecommunication industries. From 1990 to 1995 with Digital Equipment Corporation, he was Director of Strategic Plans and Policies of the Aerospace, Defense Electronics and Government Group and later Worldwide Marketing Director for the Defense Industries Group. DuBois also served as Director of Government Affairs for the National Education Corporation.

From 1973 to 1977 DuBois served as Staff Assistant to the Secretary and Deputy Secretary of Defense and as Deputy Under Secretary of the Army, where he was awarded the Civilian Distinguished Service Medal. DuBois served in the U.S. Army from 1967 to 1969 and was awarded the Army Commendation Medal for his service in the Vietnam War.

DuBois was graduated from Princeton University with an A.B. degree.

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